The FAME Challenge

The Family Business Simulation

User Manual

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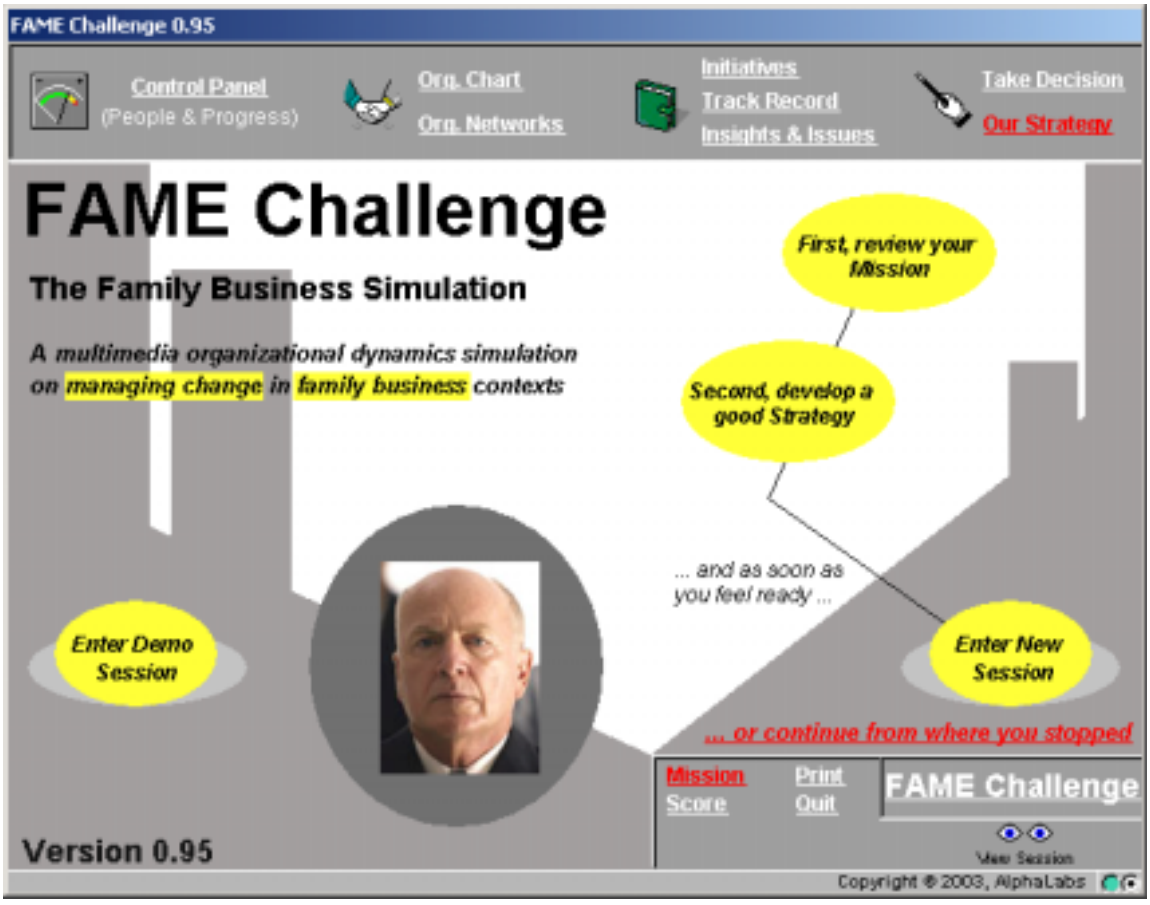

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The FAME Challenge

A multimedia organizational dynamics simulation on managing change in family business contexts

1.0 Introduction

In the FAME Challenge, you will be challenged to introduce an innovation in a family business, Peters Ltd.

Your mission, as formulated in more detail in the next section, is to spend the next 6 months trying to convince the Peters Ltd. top management team (which includes a number of members from the Peters family) to start engaging in *management and ownership succession planning*.

As displayed in the enclosed screens of the simulation, you will be able to choose among many different initiatives to meet your goal. In some cases, you may gather information on the managers (for example who drinks coffee with whom, etc.). In other cases, you may take direct action to try to convince the managers and thus influence their willingness to adopt the proposed innovation.

Each time you implement an initiative, you will receive feedback about the impact of your decision immediately. The objective is to get as many adopters as possible in the shortest time.

The following screens illustrate in more detail the purpose and the main elements of the FAME CHallenge, and explain the navigation of the screens, should you have any difficulty.

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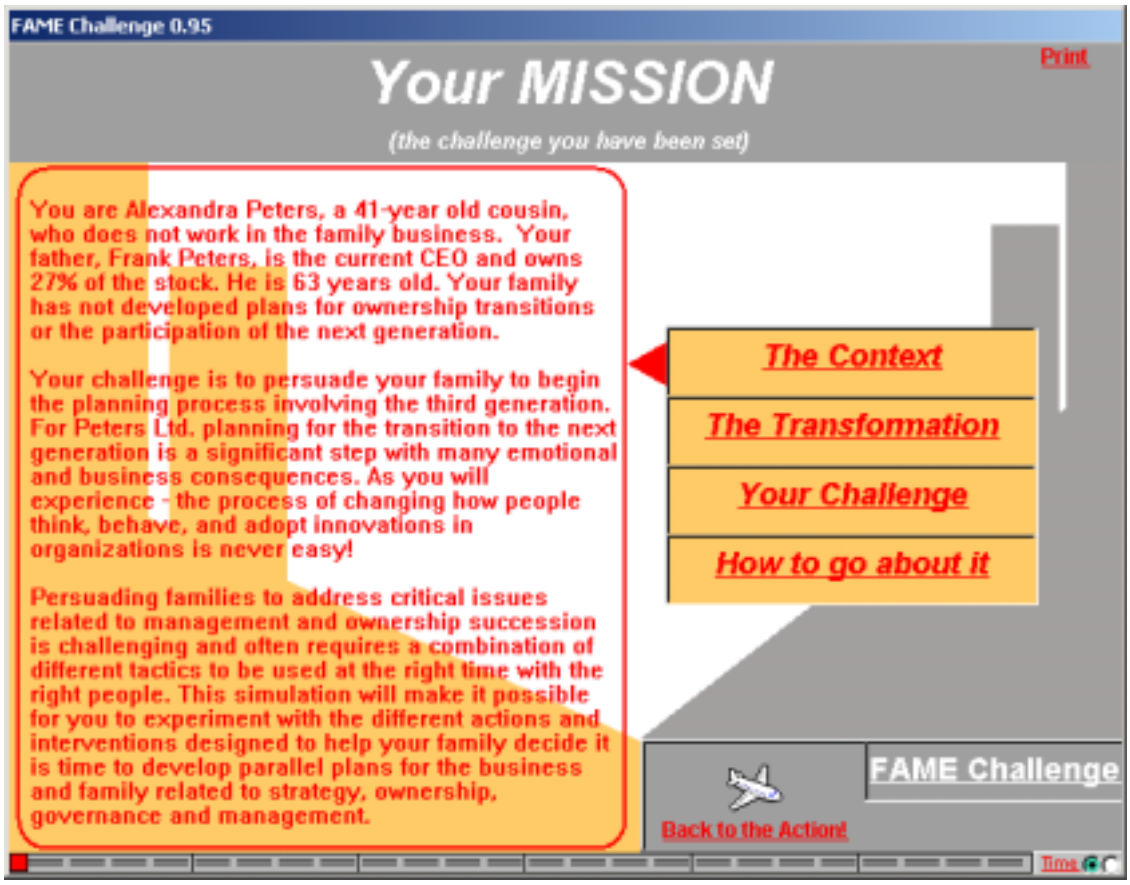
2.0 Your Mission during the FAME Challenge

First, review your mission by clicking on the 'Mission' button in the upper right oval box of the screen. You will then access the 'Mission' screen which has 4 buttons called 'The Context', 'The Transformation', 'Your Challenge' and 'How to go about it'. The information you will access is shown in the following four screens.


FAME Challenge 0.95
Your MISSION
Print
(the challenge you have been set)
You are Alexandra Peters, a 41-year old cousin, who does not work in the family business. Your father, Frank Peters, is the current CEO and owns 27% of the stock. He is 63 years old. Your family has not developed plans for ownership transitions or the participation of the next generation.
Your challenge is to persuade your family to begin the planning process involving the third generation. For Peters Ltd. planning for the transition to the next generation is a significant step with many emotional and business consequences. As you will experience - the process of changing how people think, behave, and adopt innovations in organizations is never easy!
Persuading families to address critical issues related to management and ownership succession is challenging and often requires a combination of different tactics to be used at the right time with the right people. This simulation will make it possible for you to experiment with the different actions and interventions designed to help your family decide it is time to develop parallel plans for the business and family related to strategy, ownership, governance and management.
The Context
The Transfomation
Your Challenge
How to go about it
FAME Challenge
Back to the Action!
Time

You are Alexandra Peters, a 41-year old cousin, who does not work in the family business. Your father, Frank Peters, is the current CEO and owns 27% of the stock. He is 63 years old. Your family has not developed plans for ownership transitions or the participation of the next generation.

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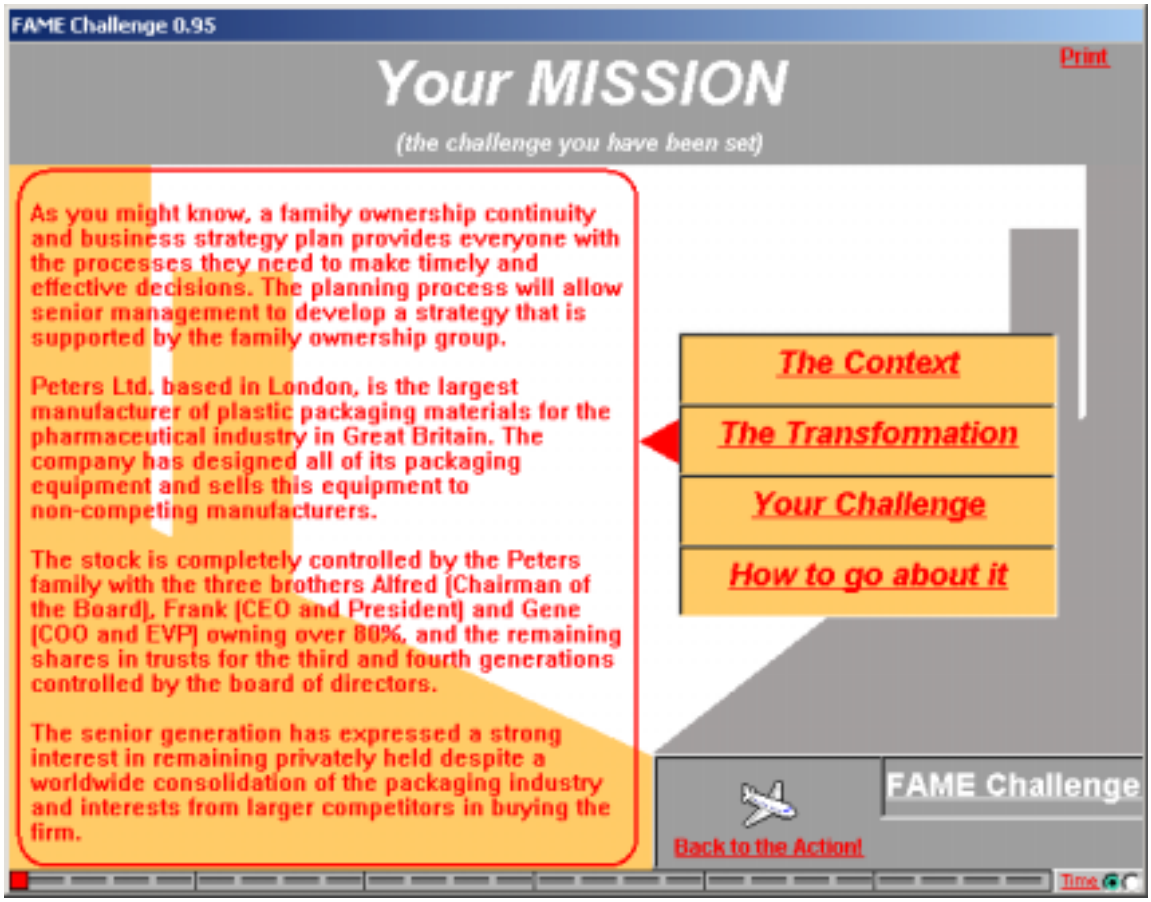
FAME Challenge 0.95
Print
Your MISSION
(the challenge you have been set)
As you might know, a family ownership continuity and business strategy plan provides everyone with the processes they need to make timely and effective decisions. The planning process will allow senior management to develop a strategy that is supported by the family ownership group.
Peters Ltd. based in London, is the largest manufacturer of plastic packaging materials for the pharmaceutical industry in Great Britain. The company has designed all of its packaging equipment and sells this equipment to non-competing manufacturers.
The stock is completely controlled by the Peters family with the three brothers Alfred (Chairman of the Board), Frank (CEO and President) and Gene (COO and EVP) owning over 80%, and the remaining shares in trusts for the third and fourth generations controlled by the board of directors.
The senior generation has expressed a strong interest in remaining privately held despite a worldwide consolidation of the packaging industry and interests from larger competitors in buying the firm.
The Context
The Transfonmation
Your Challenge
How to go about it
FAME Challenge
Back to the Action!
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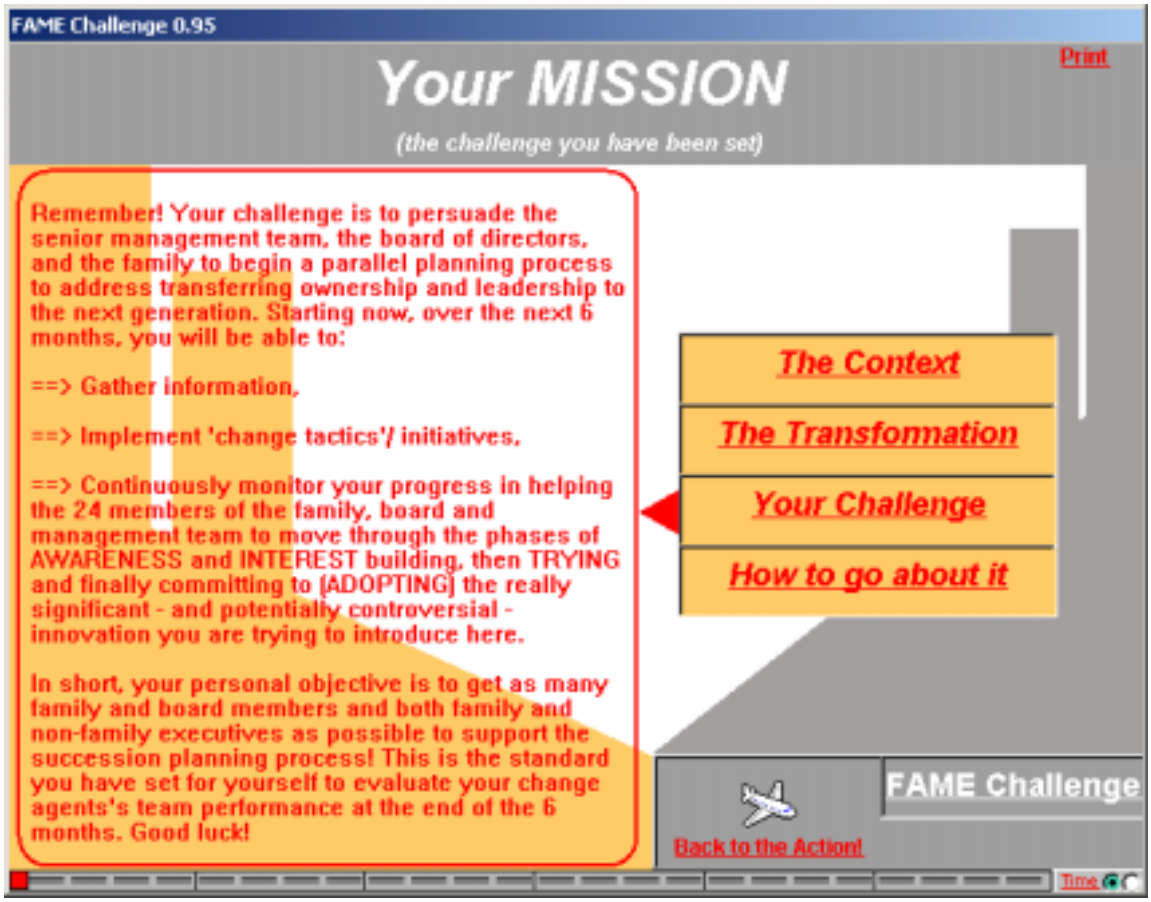
FAME Challenge 0.95
Print
Your MISSION
(the challenge you have been set)
Remember! Your challenge is to persuade the senior management team, the board of directors, and the family to begin a parallel planning process to address transferring ownership and leadership to the next generation. Starting now, over the next 6 months, you will be able to:
==> Gather information,
==> Implement 'change tactics'/ initiatives,
==> Continuously monitor your progress in helping the 24 members of the family, board and management team to move through the phases of AWARENESS and INTEREST building, then TRYING and finally committing to (ADOPTING) the really significant - and potentially controversial - innovation you are trying to introduce here.
In short, your personal objective is to get as many family and board members and both family and non-family executives as possible to support the succession planning process! This is the standard you have set for yourself to evaluate your change agents's team performance at the end of the 6 months. Good luck!
The Context
The Transfomation
Your Challenge
How to go about it
FAME Challenge
Back to the Action!
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Good luck!

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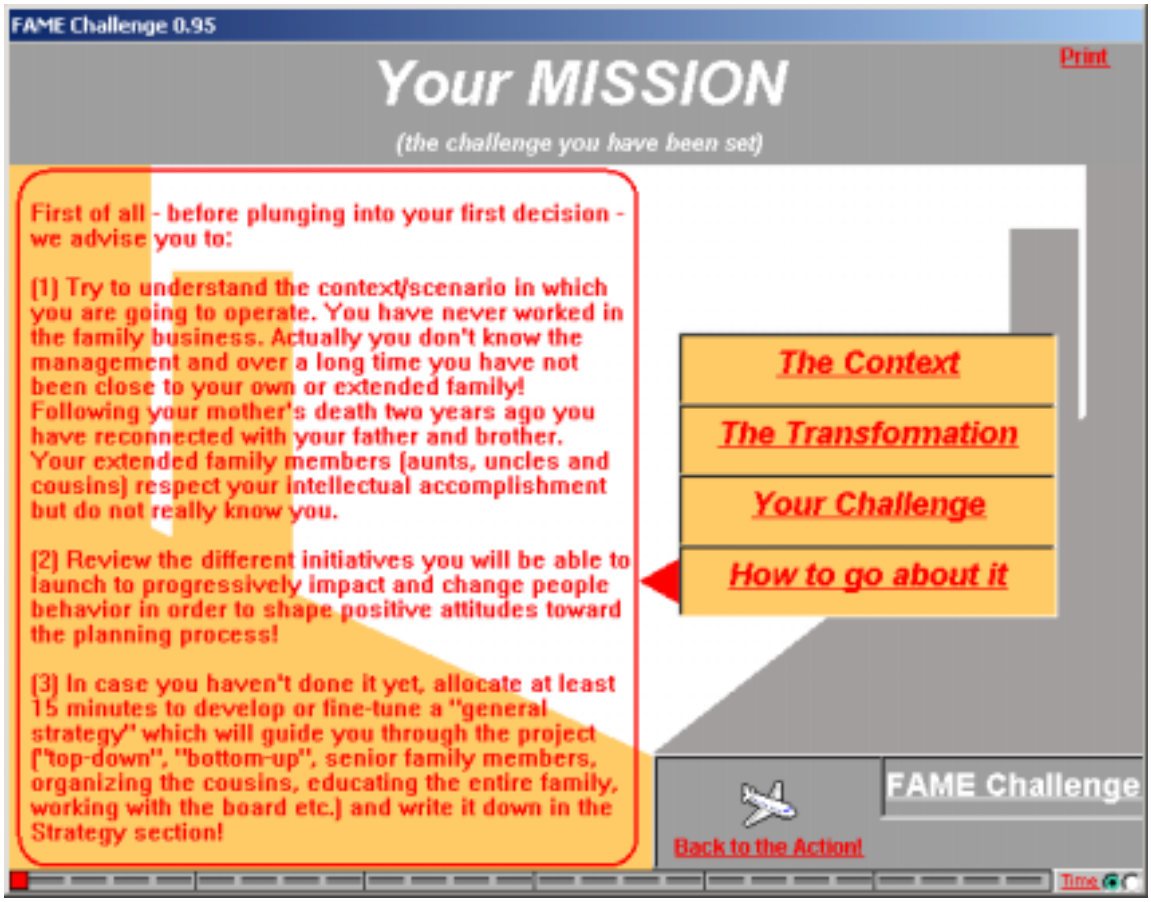
FAME Challenge 0.95
Print
Your MISSION
(the challenge you have been set)
First of all - before plunging into your first decision - we advise you to:
(1) Try to understand the context/scenario in which you are going to operate. You have never worked in the family business. Actually you don't know the management and over a long time you have not been close to your own or extended family! Following your mother's death two years ago you have reconnected with your father and brother. Your extended family members (aunts, uncles and cousins) respect your intellectual accomplishment but do not really know you.
(2) Review the different initiatives you will be able to launch to progressively impact and change people behavior in order to shape positive attitudes toward the planning process!
(3) In case you haven't done it yet, allocate at least 15 minutes to develop or fine-tune a "general strategy" which will guide you through the project ("top-down", "bottom-up", senior family members, organizing the cousins, educating the entire family, working with the board etc.) and write it down in the Strategy section!
The Context
The Transfonmation
Your Challenge
How to go about it
FAME Challenge
Back to the Action!
Time

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To leave the 'Mission' screens, click on the 'Back to the Action!' button.

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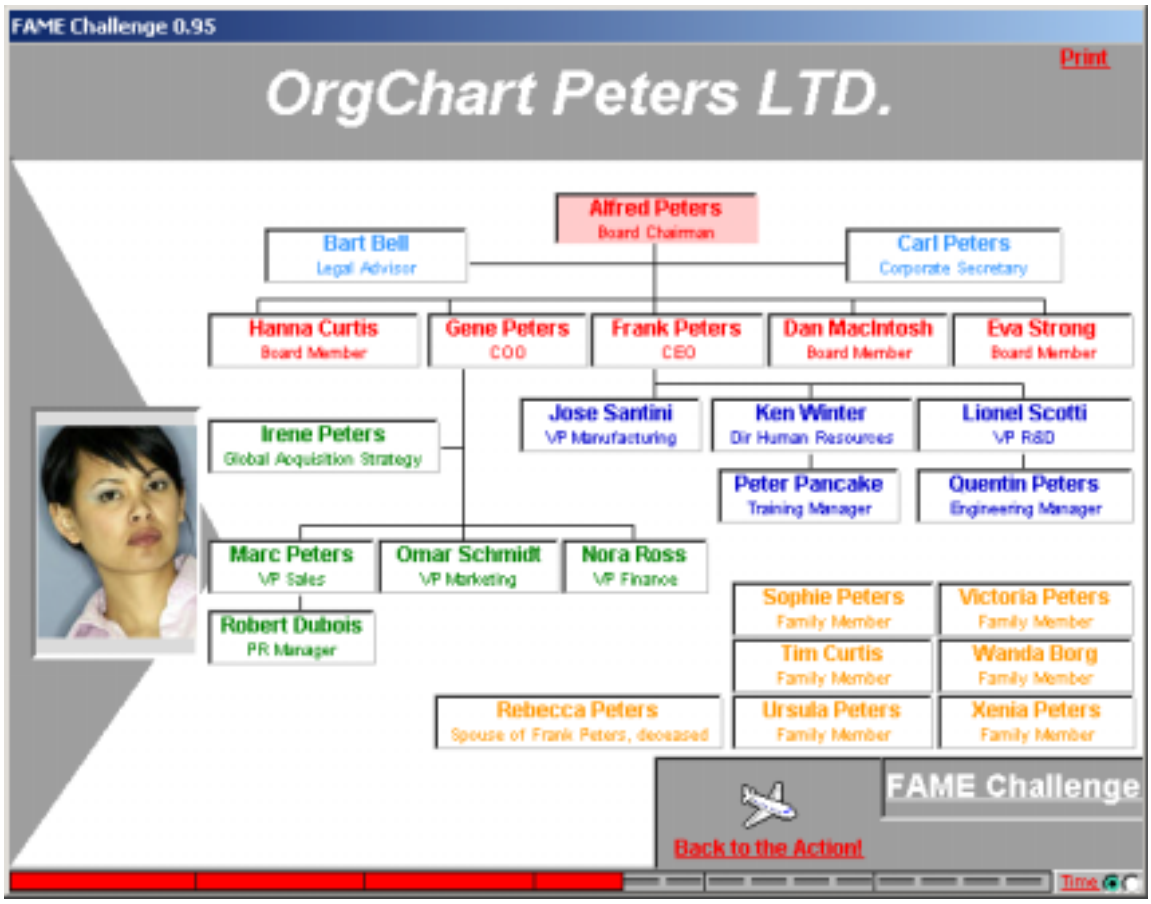
3.0 The Peters Ltd. Management Team Structure (OrgChart)



The above screen, 'Org Chart', shows what is displayed if you click on the 'Org. Chart' button at any time during the simulation once you begin.

It is the organisational chart of the management team of Teleswitches Ltd in which you are expected to introduce your innovation during the next 6 months.

The management team of the company consists of 22 managers, an External Financial Controller and the Corporate Secretary. The picture of each person appears when you position the cursor on the name. If you then click on the box, you will also get the profile of that person.

You can access this chart at any time during the simulation, and return to where you were in the simulation by clicking the 'Back to the Action' button.

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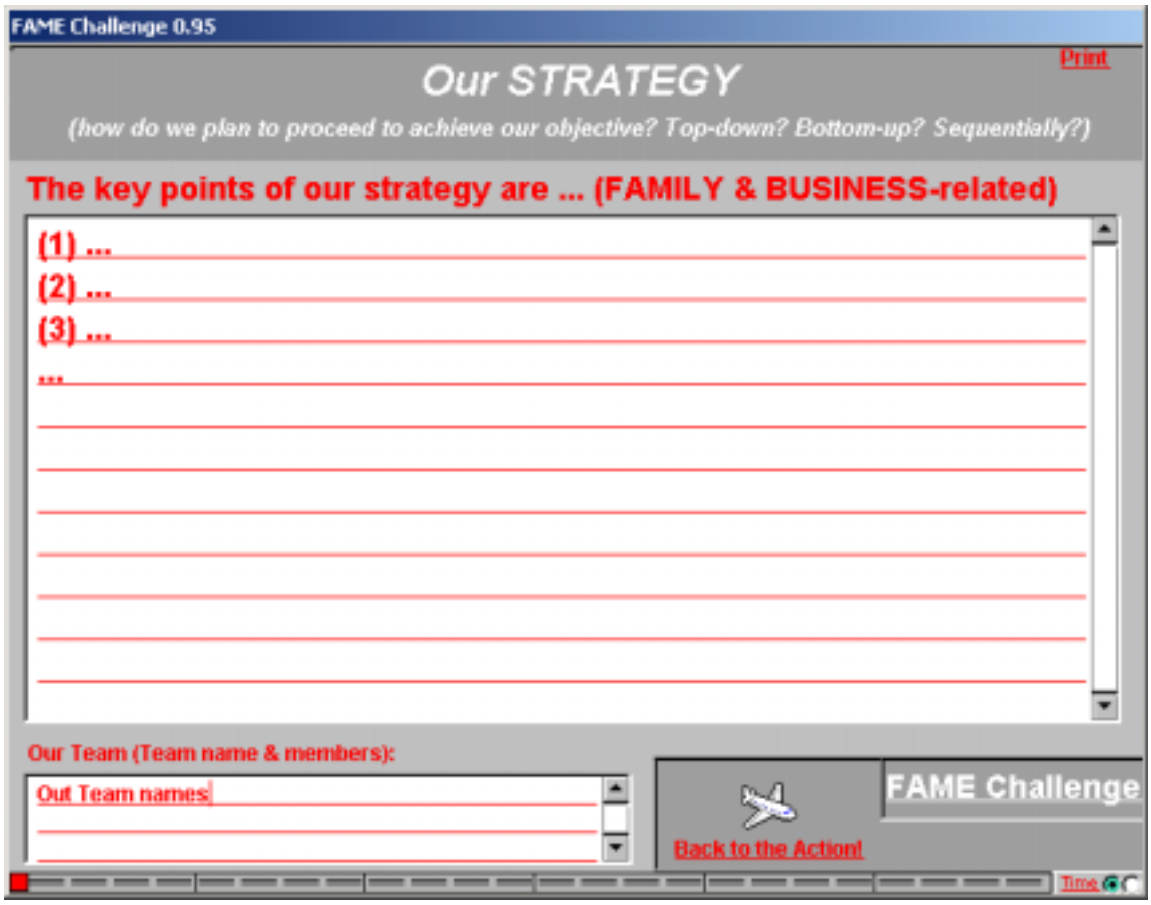
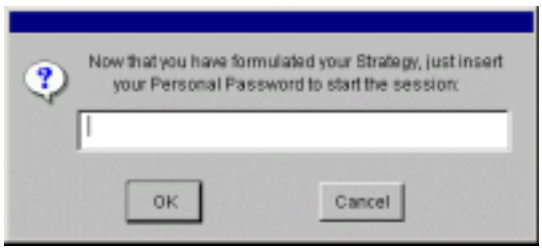
4.0 FAME Challenge – Getting Started

Your second action should be to click on the 'Strategy' button in the middle oval box of the screen and summarize the strategy you are planning to adopt. Include any revision you may have during the simulation, for instance, after having gathered more information on the organisation and its managers. Click on 'Back to the Action' when completed.


FAME Challenge 0.95
Print
Our STRATEGY
(how do we plan to proceed to achieve our objective? Top-down? Bottom-up? Sequentially?)
The key points of our strategy are ... (FAMILY & BUSINESS-related)
(1) ...
(2) ...
(3) ...
...
Our Team (Team name & members):
Out Team names
Back to the Action!
FAME Challenge

To start the simulation, click on "Enter new session" (oval box on the bottom right of the screen). A screen similar to the one below will appear. You have to enter your Personal Password to start the simulation.



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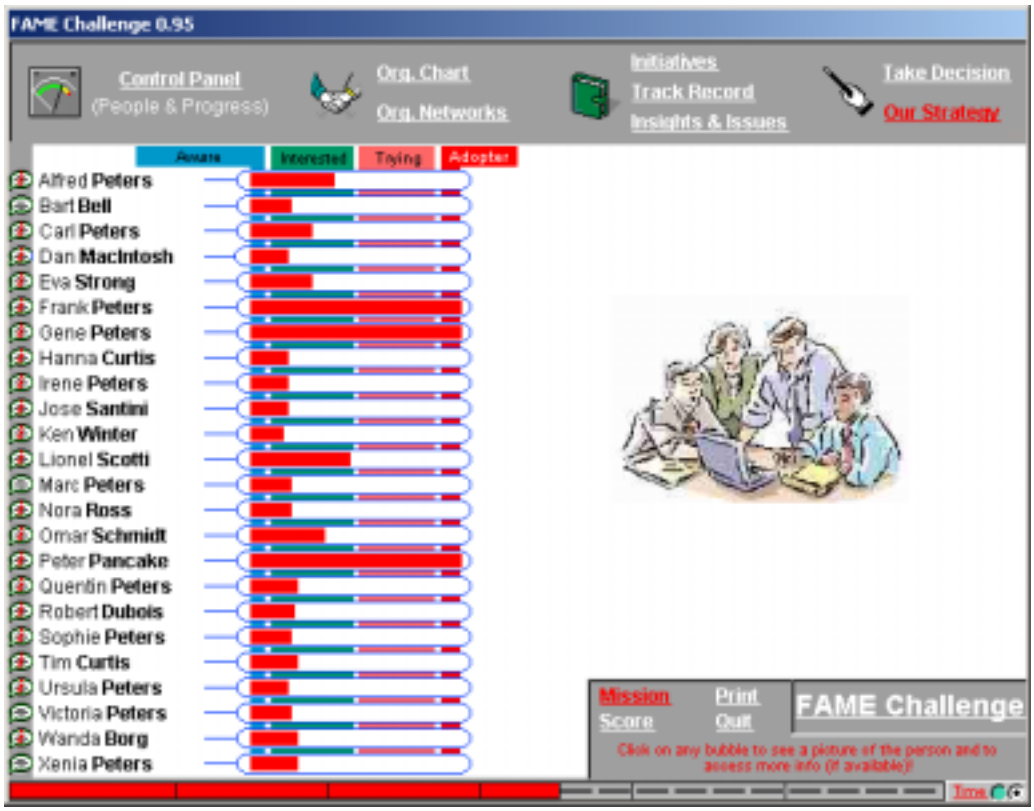
5.0 FAME Challenge – Sample Screens & Navigation

5.1 Control Panel



On the left hand side of the screen you will see displayed the list of the managers you are trying to convince to adopt the transformation.

A variety of information about these managers can be accessed from this 'Control Panel' screen (depending on the initiatives you take). A status on what you know about a person can be accessed by placing the cursor over the bubble to the left of the person's name. A personal profile can be retrieved by clicking on the (i) bubble to the left of the person's name.

The red bars displayed in the box to the right of the managers' names indicate how successful you are being in changing the attitude of each manager in relation to adopting the transformation during the simulation. This is dependent on the initiatives you decide to implement (you will be able to see an overview of these initiatives on the right hand side of the screen).

You can see that the managers all go through a cycle of adoption, although at different paces, and can be 'not aware', 'aware', 'interested', have acceted to seriously appraise and try out your suggestions for new planning processes ('trying' phase) or have 'adopted' it.

You can access the 'Control Panel' anytime to monitor your progress on the top left hand side of the screen.

Part of the scoring summary at the end of the simulation is a function of the red bars representing the degree of positive attitude that you have achieved for each manager.

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5.2 Personal Profile

FAME Challenge 0.95
Control Panel
(People & Progress)
Org. Chart
Org. Networks
Initiatives
Track Record
Insights & Issues
Take Decision
Our Strategy
Hanna Curtis
Family member and Member of Board of Directors - Age 46
Alfred and Sophie's oldest child Hanna has never worked in the business. Despite this she feels she knows it well because "it is all her parent talk about at home."
Hanna completed medical school and specialist training in internal medicine before recently completing an MBA in medical management. Last year Hanna was appointed chief of staff at a well-known teaching hospital. Her
Mission Score
Print Out
FAME Challenge

The left hand side of the above screen shows an example of the personal profile, which can be accessed by clicking on the (i) bubble to the left of the person's name or clicking on their name from the 'Org Chart' screen. You can also switch quickly between Personal Profiles by clicking on the arrows on either side of the person's image. Access to this information is dependent on the initiatives you have taken.

Click the 'Control Panel' button on the top left of the screen to return to the list of all managers.

5.3 Status

The right hand side of the above screen shows a status on what you know about a person. This can be accessed by placing the cursor on the left of the person's name without clicking.

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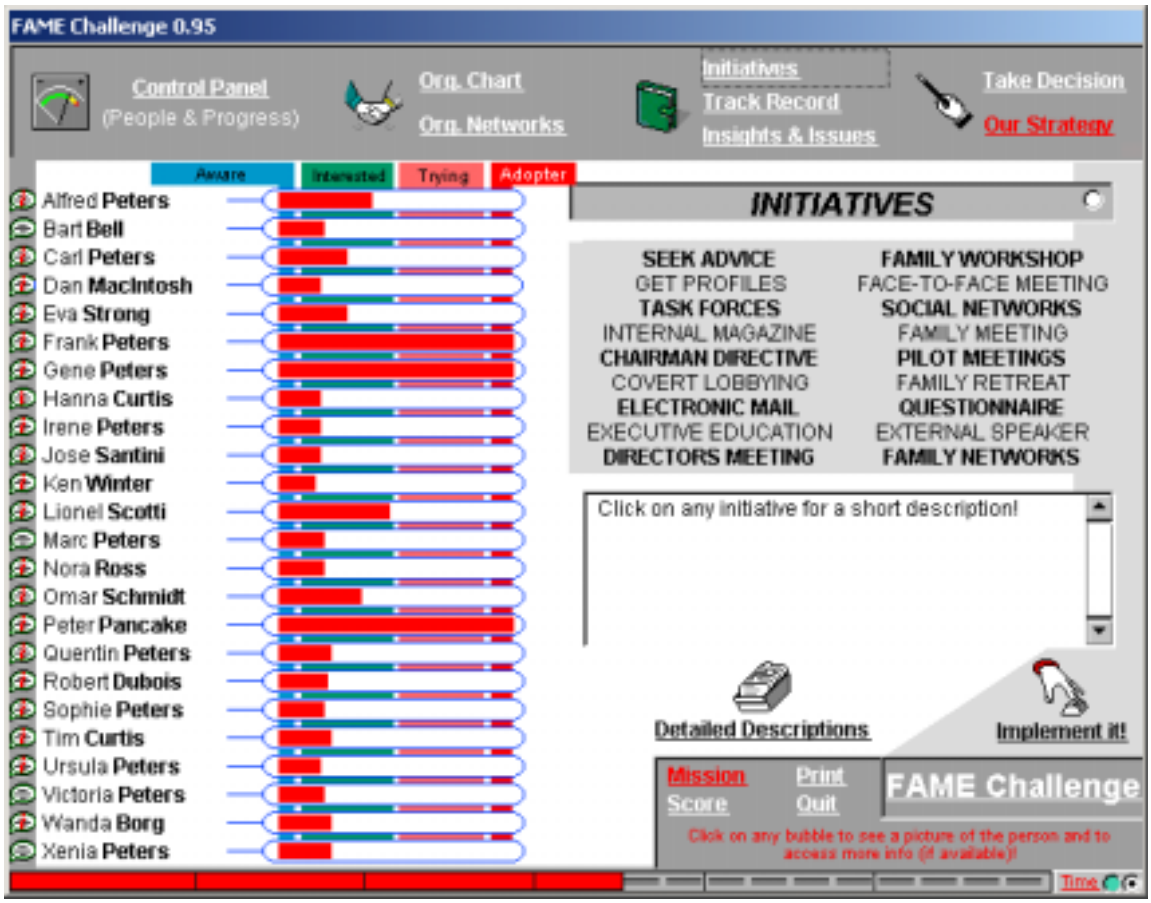
5.4 Initiatives



On the right hand side of the screen, if you click on the 'Initiatives' button you will see the above screen, which lists the change management initiatives you may launch during the simulation.

A description of a particular initiative will be displayed below this list if you click on any title. You may also click on 'Detailed Descriptions' (in the lower half of the right hand screen) and scroll through the descriptions of all initiatives at once (see Appendix A).

You may also take a decision from the 'Initiatives' screen. To implement an initiative from this screen, highlight the initiative and click on 'Implement It'. This will bring the 'Take Decision' screen up (see 5.5) with the initiative already chosen, and a prompt for any other details you need to provide (ie. the names of people involved).

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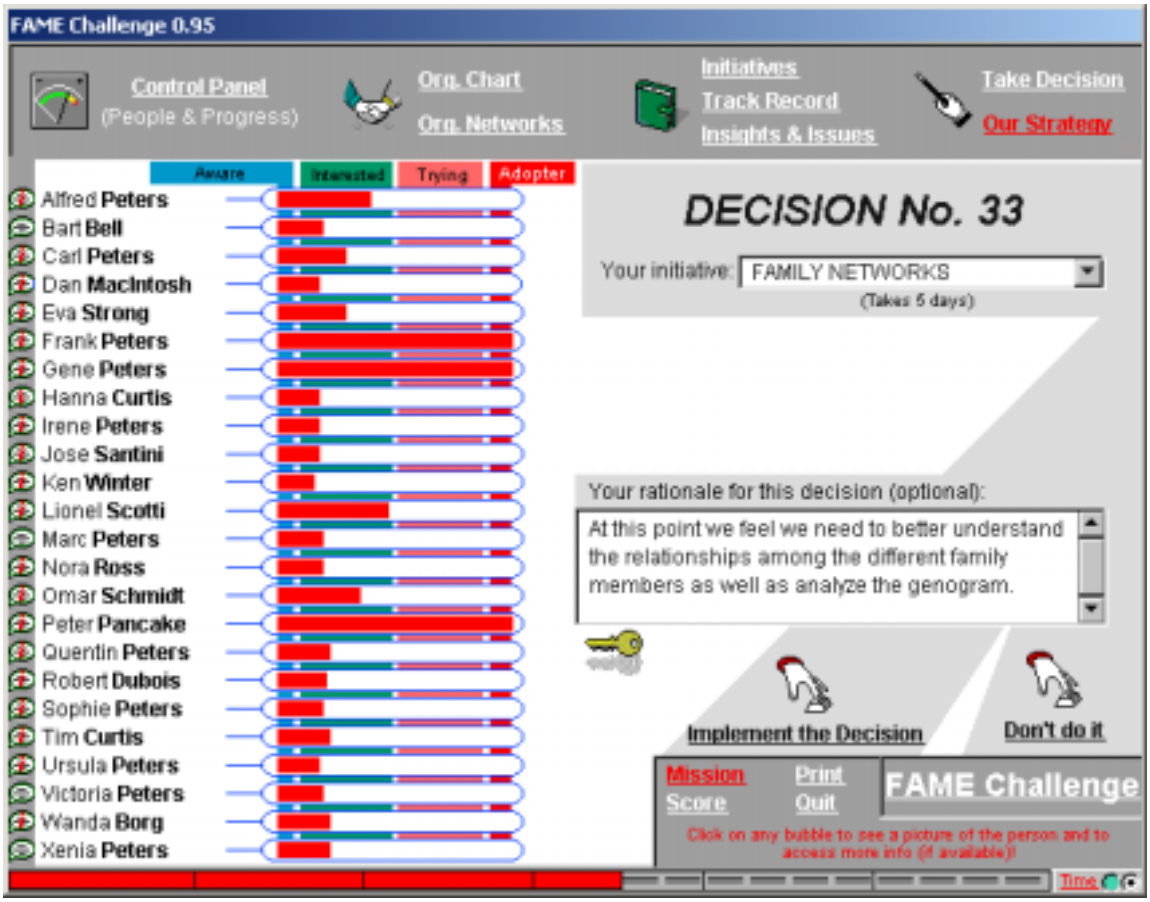
5.5 Take Decision



On the right hand side of the screen, if you click on the 'Take Decision' button you will see the above screen, which shows the number of the decision you are about to take.

To implement an initiative, click on the "Your initiative" box and select the initiative from the drop down menu that appears. You will also be prompted for any other details you need to provide (ie. Names of people involved). This can be chosen either by clicking on the name of the person on the 'Control Panel' (left hand side of screen), or clicking on the box, and selecting the manager (s) from the drop down menu of names. If you make a mistake in choosing the initiative or name, or click on the box with the wrong details in it, select 'Don't Do It' instead of "Implement the Decision' at the bottom of the screen.

For each decision, you should complete the 'Your rationale for this decision' box. Finally, click on 'Implement the Decision'. You will receive immediate feedback on your chosen initiative. You will receive a summary of the outcome, a positive or negative indication of any attitude changes of the managers involved (and maybe not involved), and the clock will continue ticking off along the bottom of the screen (against the 6 months) for the time taken to implement the initiative.

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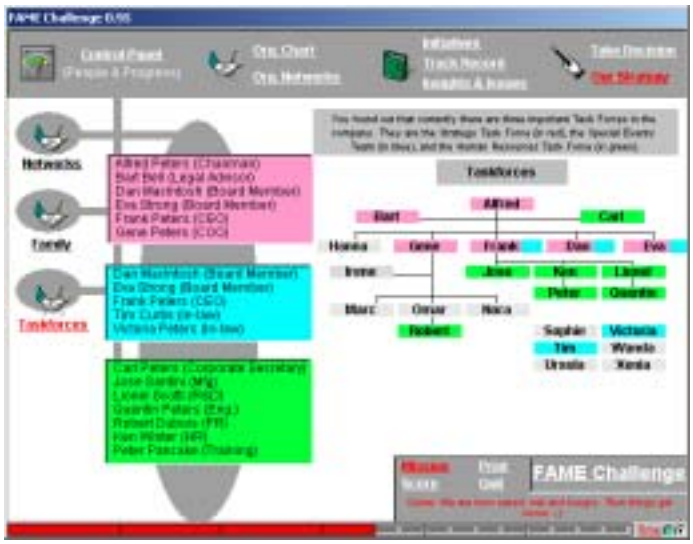
5.6 Org Networks button



Click on 'Org Networks' and you can access information regarding the managers - who has coffee with whom – ('Coffee'), who socialises with whom – ('Social') and who is on which task force with whom – ('Task Forces'). Access to this information is dependent on the various initiatives you have implemented.

5.7 Insights & Issues

This version of the Simulation provides the possibility to take notes anytime during a session. This Learning Notebook, accessible by selecting Insights & Issues in the upper right side of the screen also provides a structured way to summarize key insights and issues after completing a session.

You may fill in the **Do's** column on the screen to share "Insights" of what you have learned from the experience as well as **Dont's** column for the "Issues" of Change Management you would like to know more about. You are able to print it on paper or on a slide. The content of the Do & Dont's sheet is recorded in the Session Report.

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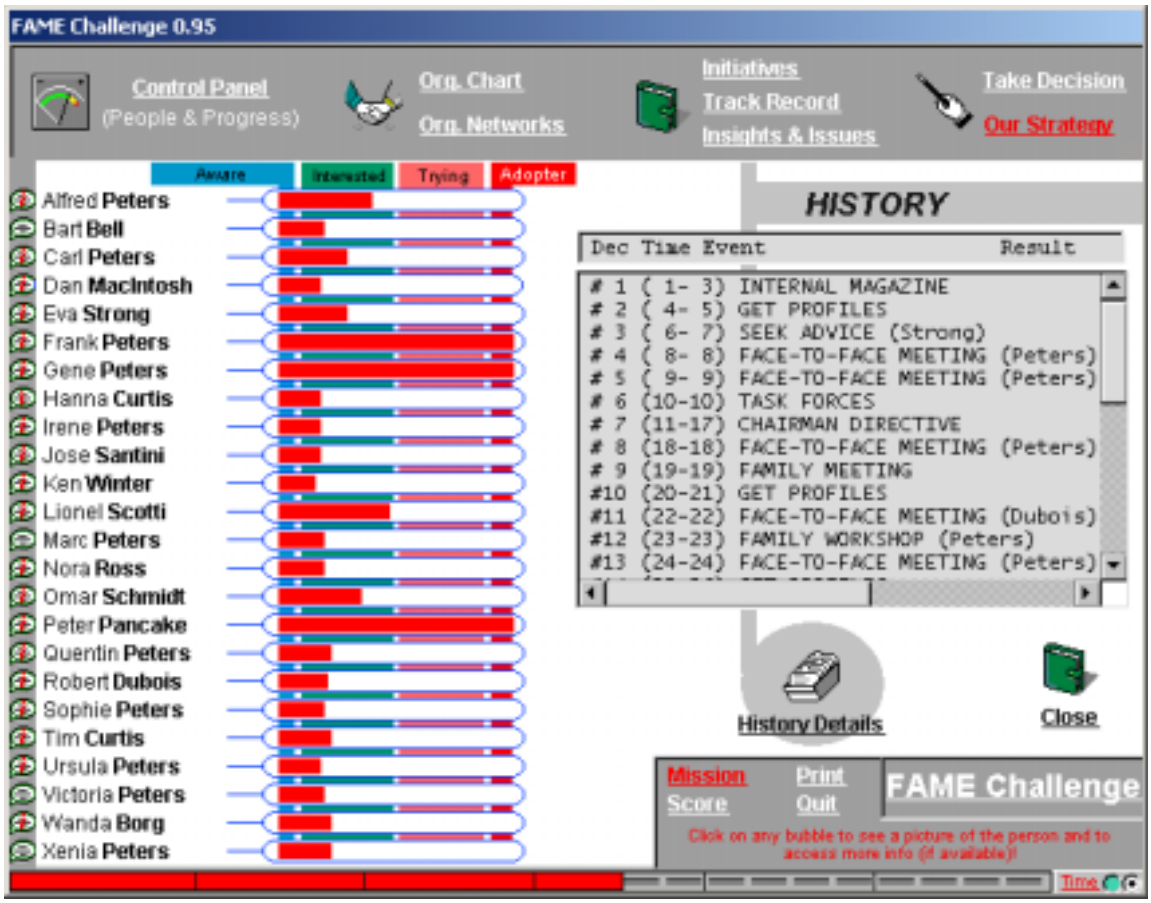
5.8 Track Record



Click on 'Track Record' at any point during the simulation and you will see a summary of your initiatives to date that you can scroll through. For a detailed history of your Initiatives: Decision #, Initiative, Rationale, Outcome (ie. the immediate feedback), and No. of Adopters to date – click on 'History Details' and scroll through your results.

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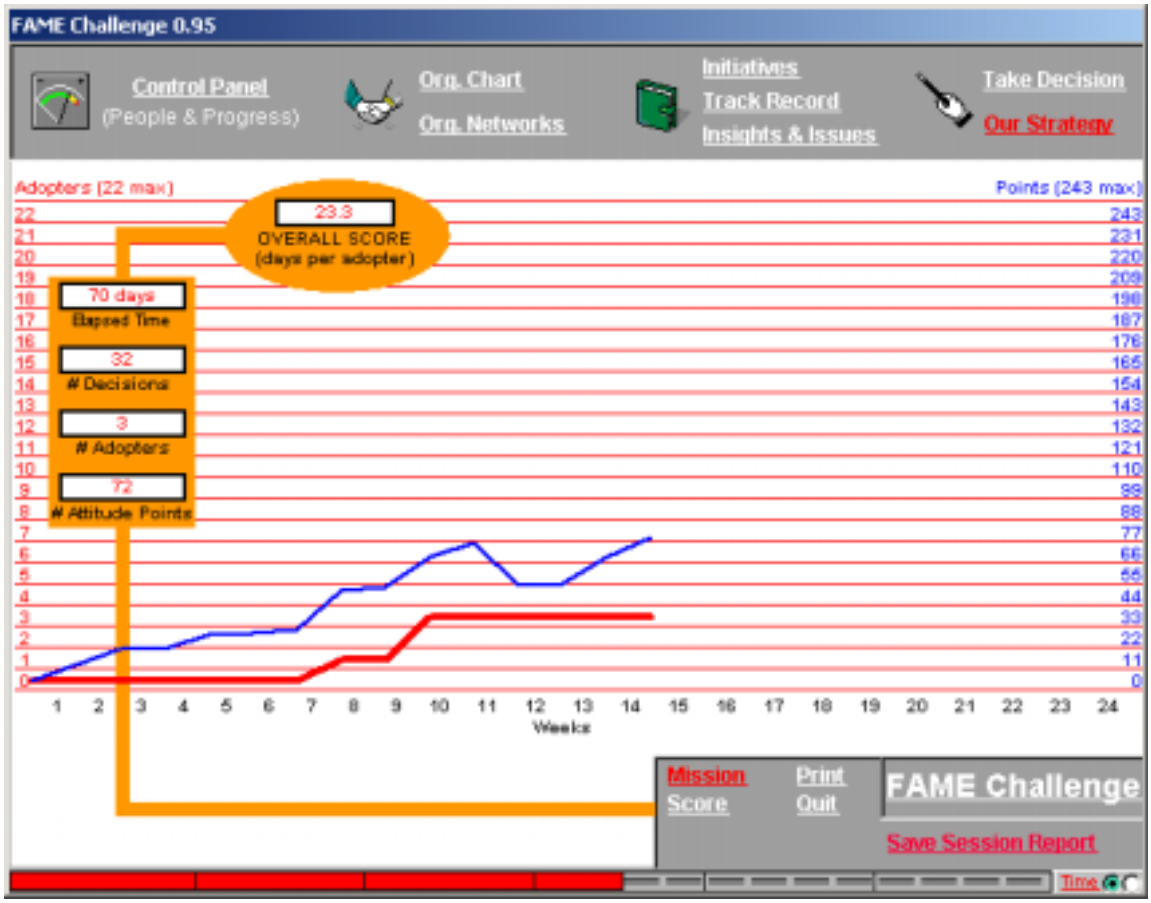
5.9 Score



This shows the score sheet that is displayed if you click the "Score" button located on the bottom middle of the screen.

You may click on this at any time to see how you are progressing, and you can return to the simulation by clicking on the buttons at the top of the screen.

The thin blue line on the graph (the top one) indicates the cumulative 'positive attitude' (ie. the red bars) you have succeeded in gathering. As you can see in the example in the screen above, the cumulative positive attitude can decrease too during the project, depending on your initiatives and other events that can happen during the 6 months implementation period!

The thick red line (the bottom line) indicates the cumulative number of managers you have convinced to adopt. Once someone has adopted they cannot move back through the adoption process.

The numeric scores, the number of 'Days per Adopter', Elapsed Time, '# of Adopters', and '# of Decisions' '# of Attitude Points' are on the top left of the screen.

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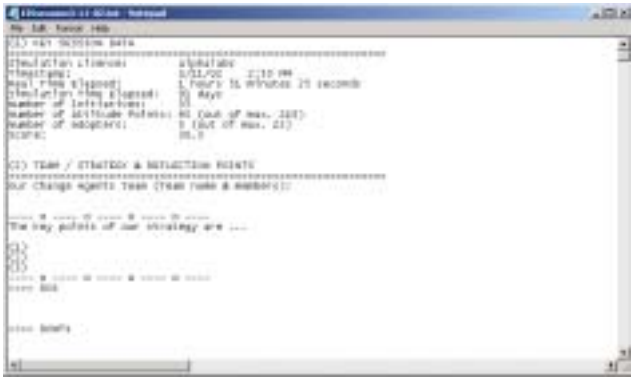
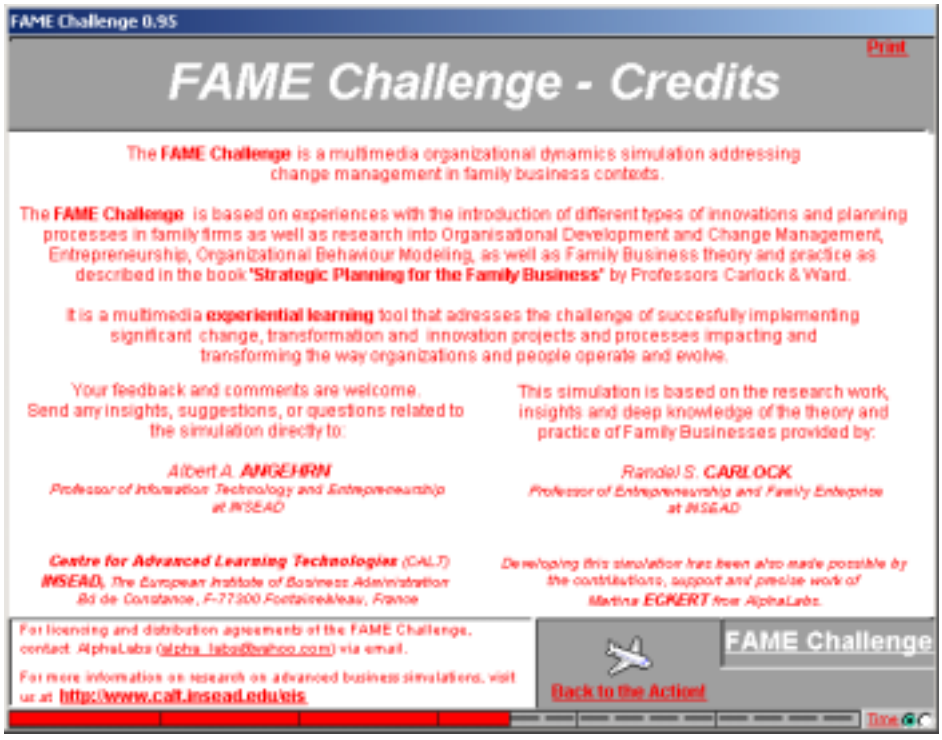
5.10 FAME Challenge Save Session Report



You may save your session's report at any time during the simulation by clicking on the "Save Session Report" button on the right hand side of the "Score" screen. The report allows you to get details about the session including: the date of running, number of adopters, number of initiatives and the time spent to implement these initiatives and of course the key points of the adopted strategy and also the content of do and dont's learning points. Beside you will also get all the information on the adoption stage of each person as well as the feedback for each implemented initiative.

5.11 FAME Challenge Credits Screen


FAME Challenge 0.95
Print
FAME Challenge - Credits
The FAME Challenge is a multimedia organizational dynamics simulation addressing change management in family business contexts.
The FAME Challenge is based on experiences with the introduction of different types of innovations and planning processes in family firms as well as research into Organisational Development and Change Management, Entrepreneurship, Organizational Behaviour Modeling, as well as Family Business theory and practice as described in the book 'Strategic Planning for the Family Business' by Professors Carlock & Ward.
It is a multimedia experiential learning tool that adresses the challenge of succesfully implementing significant change, transformation and innovation projects and processes impacting and transforming the way organizations and people operate and evolve.
Your feedback and comments are welcome. Send any insights, suggestions, or questions related to the simulation directly to:
Albert A. ANGEHRN
Professor of Information Technology and Entrepreneurship at INSEAD
This simulation is based on the research work, insights and deep knowledge of the theory and practice of Family Businesses provided by:
Randel S. CARLOCK
Professor of Entrepreneurship and Family Enterprise at INSEAD
Centre for Advanced Learning Technologies (CALT)
INSEAD, The European Institute of Business Administration
Bd de Constance, F-77300 Fontainebleau, France
Developing this simulation has been also made possible by the contributions, support and precise work of Martina ECKERT from AlphaLabs.
For licensing and distribution agreements of the FAME Challenge, contact AlphaLabs (alpha_labs@yahoo.com) via email.
For more information on research on advanced business simulations, visit us at http://www.calt.insead.edu/eis
FAME Challenge
Back to the Action!

This screen provides information about the simulation and those who have contributed to its design, development and continuous updating. It is displayed if you click on the 'FAME Challenge' button located on the bottom left hand corner of every screen.

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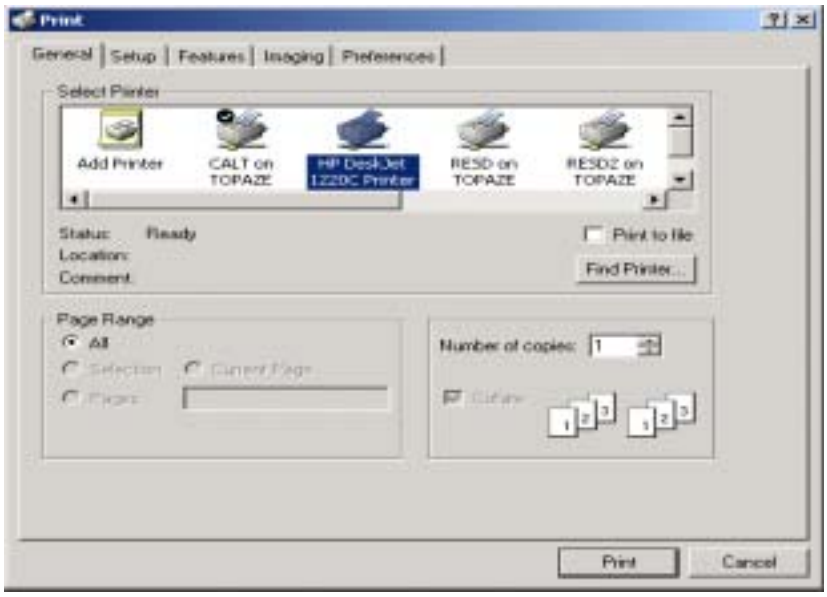
5.12 FAME Challenge Print

The 'PRINT' button allows the printing of any page in the Simulation (e.g the SCORE page). In case you print directly on a transparency, you will have to insert the transparency in the printer and choose the appropriate printing options.



6.0 FAME Challenge – Stopping & Saving Sessions

6.1 Stopping & Restarting

This version of the Simulation allows you to "stop" a session anytime you want and "resume" it at a later stage. To "stop" the session, just quit the simulation software by selecting Quit . The current session will be automatically saved in the file "EISMission.eis". To "restart" a session just select *... or continue from where you stopped* which will appear automatically on the Main Screen the next time you will enter the simulation software.

6.2 Automatic Saving before Quitting a Session

This version of the Simulation automatically saves a copy of the session every time you quit the simulation software (in addition to producing the Report in editable form). Hence the latest state of the session is always stored in the file "EISMission.eis" and can be reloaded. You can always restart your session from the point you left it by selecting *... or continue from where you stopped* after restarting.

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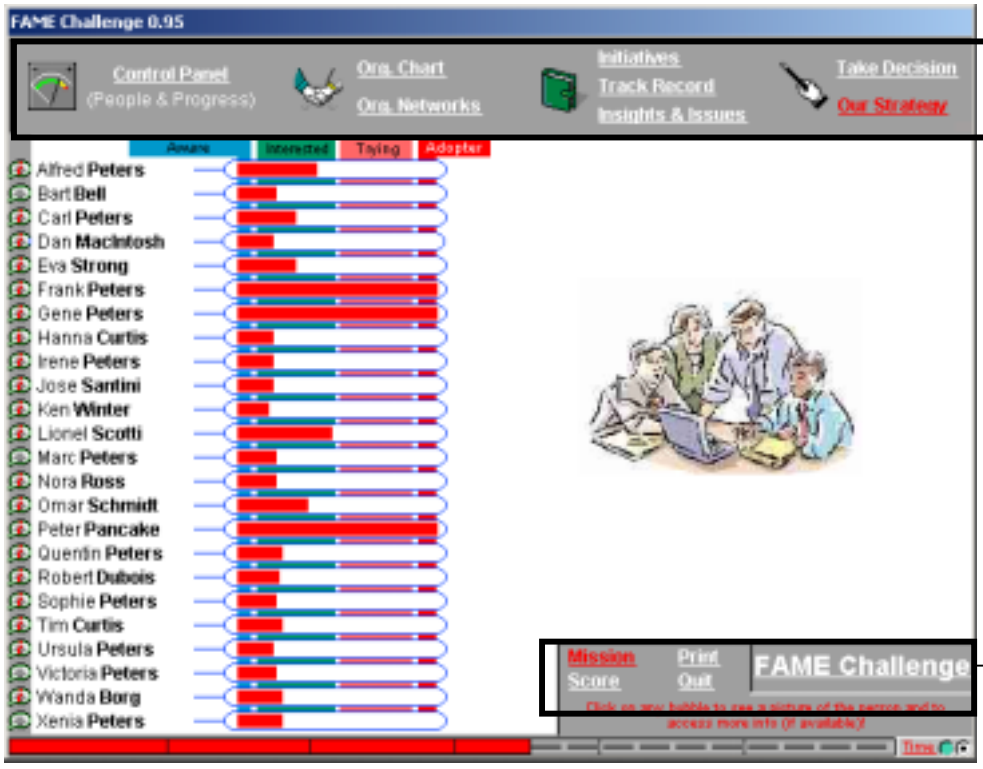
APPENDIX A

Cross Reference for Key Navigation Buttons (at Top of Screen)

Control Panel (People & Progress)	Refer 5.1
Org. Chart	Refer 3
Org. Networks	Refer 5.6
Initiatives	Refer 5.4
Track Record	Refer 5.8
Insights & Issues	Refer 5.7
Take Decision	Refer 5.5
Our Strategy	Refer 4.0



Cross Reference for Key Navigation Buttons (at Bottom of Screen)

Mission	Refer 2.0
Score	Refer 5.9
Print	Refer 5.12
Quit	Quit
FAME Challenge (Credits)	Refer 5.11

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INITIATIVES

APPENDIX B

SEEK ADVICE: Organize a meeting with any one member of the top management team or with any of the family members in order to get some advice on how to approach the transition planning project in the most effective manner. (2 days) NOTE - You will not actually receive advice in the feedback; the aim is to influence the person you visit through a 'humble' approach

GET PROFILES: Build a personal profile on any five members of the top management team or of the Peters family by talking informally with some junior managers. (2 days) NOTE - Each person's profile includes a qualitative description of the individual and a quantitative indication of how many 'attitude points' will be needed to move that individual through the four change phases.

TASK FORCES: Discover which top managers are on the company's three main task forces. (1 day) NOTE - These membership lists will not change, and will remain available throughout the simulation.

INTERNAL MAGAZINE: Ask the editor of the internal magazine to include a short article you write on the advantages that Transition Planning Processes can bring to family businesses. (3 days) NOTE - This magazine is distributed to everybody. The article is about the generic advantages of introducing Transition Planning Processes in family firms, and does not include any company specific information.

CHAIRMAN DIRECTIVE: Try to convince the Chaiman to send out a directive to everyone on the board and in the family insisting that they start the transition process asap. (7 days) NOTE - You spend several days writing a draft of this directive to give to the Chairman.

COVERT LOBBYING: Without sharing your plans, suggest to the Chairman and to some other family members that they work with you behind the scenes to persuade the Board members (and particularly the outside ones) to accelerate the implementation of the transition planning project. (8 days) NOTE - This tactic assumes that you have identified the appropriate key individuals to approach, and does not require you to specify them.

ELECTRONIC MAIL: Send a brief electronic mail to everyone on the top management team explaining your ideas on why a transition planning project makes sense for them. (1 day) NOTE - All of the top managers have an individual E-mail account.

EXECUTIVE EDUCATION: For five family members from the management team, organize a weeklong training program at a business school on the potential benefits of family transitions and how to plan them. (5 days) NOTE - You do not attend the program, but it takes a considerable amount of your time to plan it. In addition, managers can only attend such programs once a year.

DIRECTORS MEETING: Organize a special board of directors meeting in the main conference room with all the seven directors to share and discuss thoughts and plans for the transition project. (3 days) NOTE - Directors are informed that they can also bring along managers from their group.

FAMILY WORKSHOP: Help the Training Manager organize and lead a discussion session on Fair Process for all interested family members. Specific issue addressed include: communication, consistency, clarity, changeability and commitment to fairness.(5 days) NOTE - This will provide the opportunity for the workshop leader to share and gather views and experiences on how to best manage the transition process.

FACE-TO-FACE MEETING: Fix a meeting with one of the top managers or family members in order to persuade him/her that the transition project has great advantages and that it would make sense for him/her to support and actively participate in the Transition Planning Process. (1 day) NOTE - The meeting will take place in the manager's office.

SOCIAL NETWORKS: Spend some time at the company bar in order to see which groups of top managers or family members meet regularly for a coffee, lunch or other opportunities for social gatherings. (3 days) NOTE - These groups will not change, and the list will remain available throughout the simulation.

FAMILY MEETING: Fix a meeting with up to 5 family members (parents/children/cousins) to discuss ownership expectations. (1 day) NOTE - Your invitation is distributed in the company internal mail system.

PILOT MEETINGS: Try to get commitment from one of the top managers by asking him/her to organize a series of structured meetings in which participants will be able to start realizing the concrete implications of fully engaging into a Transition Planning Process. (4 days) NOTE - This will involve preparing brief overview material focusing on Transition Planning Processes to be sent in advance.

FAMILY RETREAT: Develop a family retreat to explore the family's future plans and vision. (5 days) NOTE - All the members of the family are in principle expected to attend such retreats.

QUESTIONNAIRE: Write and distribute a questionnaire aimed at assessing the firm's strategic potential and the current level of interest in engaging into a Transition Planning Process. (2 days) NOTE - The main objective of using this tactic is to demonstrate your approach to the project rather than gathering additional information.

EXTERNAL SPEAKER: Organise a speaker event in which Professor Tom Anderssen, an expert on family businesses, will deliver an address entitled: "Managing Transitions: Liberating Competencies and Synergies in Family Businesses". (5 days) NOTE - Everyone in the company is invited by memo to this event, but attendance is optional.

FAMILY NETWORKS: Spend some time observing or finding out more about the family and its Genogram. (5 days) NOTE - These groups will not change, and the genogram will remain available throughout the simulation.

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